



**Team Leader / Crew Leader - 30  
Assessment Report**

**Candidate:  
John SamplePerson**

**Date:  
04/04/2024**

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Company: Resource Associates Samples

Username: RESOANTH0001

Date: April 04, 2024

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The following information is a feedback report based on the results of validated psychological assessment dimensions. Depending on the sections included in the test battery, there may be multiple pages of explanatory information. Please review thoroughly for the best overall interpretation of your candidate's scores.

## PERSONALITY TRAITS

The profile below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, Above Average, and High) and with norms for high performers in the type of job for which the candidate is applying (designated by the shaded areas). The candidate's score is indicated by the diamond symbol: ◆

	Low	Below Average	Average	Above Average	High
ASSERTIVE LEADERSHIP				◆	
CONSCIENTIOUSNESS			◆		
CUSTOMER SERVICE / RESPONSIVENESS			◆		
EMOTIONAL STABILITY				◆	
INTEGRITY			◆		
MANAGERIAL HUMAN RELATIONS				◆	
MANAGERIAL TASK STRUCTURING				◆	
OPENNESS				◆	
SELF-CONFIDENCE				◆	
TEAM-ORIENTED MANAGEMENT				◆	
WORK DRIVE				◆	

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APTITUDE SCORES: Reported as Percentile

	PERCENTILE RANGE									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
General Reasoning						X				

Aptitude Raw Scores

	Total Correct	Total Attempted	Total Questions
General Reasoning	20	25	50

Explanation of Aptitude Scores In This Table:

The aptitude scores in this table reflect percentile rankings -- not percent correct on the test. For example, if a person scores 80-89%ile on a specific test in this report, it means that they scored at least as well or better than 80-89%ile of the norm group, but not as high as about 10-20%ile of the norm group. So, higher scores are better than lower scores.

The **Overall Cognitive Aptitude** is an average score (an average for the standardized scores) for all of the separate aptitude tests given to this candidate.

The lower the Overall Cognitive Aptitude score, we predict that the candidate will have difficulty learning new information and making decisions. For example, if they are well experienced in their occupation, they may be able to continue to perform well practiced tasks adequately, but have difficulty learning new things. As such, they will need additional training time and more support from supervisors. People who produce lower Overall Cognitive Aptitude scores generally prefer tasks that call for specific responses rather than ones requiring insightful solutions. They are also slower in processing information and are often easily overwhelmed by complex problems, especially ones they have not dealt with before.

The higher the Overall Cognitive Aptitude score, the more we predict that the candidate will learn quickly, pick up a lot of new information on their own without needing to be trained, handle a large information load easily, make decisions in an efficient manner, and show a great deal of insight about how to solve new and complex problems.

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### PERSONALITY TRAIT INTERPRETATION

#### Strengths:

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- He is fairly assertive in his managerial style. John will direct the work of subordinates in a straightforward manner and deal with challenges to his authority without seeming domineering.
- He is moderately conscientious and methodical in the way he works. John fulfills most commitments and expectations, though he also makes up his own mind about when and how he will do so.
- He has sound control over his emotions and is able to handle a fair amount of job stress. John usually keeps his composure and energy while under the strain of difficult situations .
- John scores as average in terms of being honest and rule-following. He will usually adhere to company norms, values, and policies on his job.
- John is typically considerate and respectful of the needs and concerns of subordinates. They are likely to see him as someone who is in touch with what they are feeling. John will usually do what he can to ensure high levels of employee morale and satisfaction in his work group.
- He is open to change and innovation in the workplace. John is motivated to engage in new learning and professional development, both for himself and his subordinates.
- John is fairly self-assured and secure with his capabilities. He is not prone to doubt himself or fret about things. John will approach tasks with confidence that he can handle problems and perform competently.
- As a manager, John is inclined toward organizing the work environment and structuring tasks for subordinates. He will be fairly closely involved in such functions as scheduling, goal-setting, performance monitoring, and providing feedback to subordinates.
- As a manager, John is generally group-minded and ready to work with associates in a cooperative, collaborative manner to achieve team-based goals.
- John has an above-average work drive. He usually works hard and does what it takes, including putting in overtime or irregular hours, to meet the demands of his job. As a manager, John will set a good example for subordinates of working persistently to complete projects and attain goals.

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### **Developmental Concerns:**

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- John may not be quite as conscientious or organized as others who hold this job. He may need to perform job tasks, duties, and assignments in a more reliable, quality-minded manner.
- John's commitment to customer service could be further developed. He could do more, at times, to sense customers' preferences, address their concerns promptly, and ensure their satisfaction.
- John's score on the integrity dimension was in the average range. While this does not necessarily predict a future problem, it points to the need for a good on-the-job orientation and training about how to handle various situations, including "gray areas", in a manner consistent with the company's code of ethics. He needs to have a solid understanding of organizational rules and consequences for inappropriate behavior.

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### INTERVIEW QUESTIONS

After reviewing the assessment results for this candidate, you may want to conduct a structured interview to further explore and clarify some specific concerns. The interview questions listed below reflect areas of concern raised by the assessment results. You should keep asking questions until you have gained confidence in your assessment of the candidate. You can use some or all of these questions when interviewing the candidate. You will probably want to customize these questions to best fit your style and what you already know about the candidate as well as the job for which s/he is being considered. Most of these are behavioral description items which ask the candidate to describe specific behavior on the job. Some additional probes which you might want to use with individual questions are:

- \* When did this take place?
- \* What factors led up to it?
- \* What were the outcomes?
- \* What did others in the organization say about this?
- \* How often has this type of situation arisen?
- \* How would you handle it differently in the future?

### CUSTOMER SERVICE

- No matter how hard you try, some customers are rude, annoying, or impossible to please. Describe the most difficult customer you have had to deal with and what efforts you made to accommodate him or her.
- Describe a situation where you went above and beyond your job description to make a customer satisfied. [Probes: What did you do? What was the outcome? How often has this type of thing happened in the last year?]
- Tell me about a time when you had to reconcile competing demands from the customer with company demands or needs.
- Tell me about a time when a customer gave you a difficult problem to solve.
- There are limits to how far an employee should go to try to satisfy customer demands and requests. Describe the criteria you use to decide when that limit has been reached.

### INTEGRITY

- What would you do if you discovered that a coworker had been taking home office supplies without permission and without telling anyone?
- Under what conditions would it be acceptable to ignore or bend a company rule or policy?
- Describe what you would do if your boss asked you to keep quiet about some data he or she was falsifying for the annual company report.
- Under what circumstances would it be OK to claim a sick day (even though you were not sick) to deal with a personal problem at home?

### STRUCTURED VERSUS PARTICIPATIVE MANAGERIAL STYLE

- Describe your approach as a manager of setting goals and objectives for the people who report to you.

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- As a manager, tell me about your approach for monitoring the performance and accomplishments of the people who report to you.
- Describe whether you empower the people who report to you to function independently, and if so, how.